

Positive Youth Development Initiative: CountyStat Follow-Up 2

CountyStat Discussion
5 September 2008

CountyStat Principles

- Require Data-Driven Performance
- Promote Strategic Governance
- Increase Government Transparency
- Foster a Culture of Accountability



Agenda

- **Welcome and Introductions**
- **CountyStat and the Positive Youth Development Initiative**
- **CountyStat Follow-Up Items**
- **Explanation and Overview of PYDI**
 - Brief Overview of Positive Youth Development Initiative
 - Overview of Data and Accountability Measurement Strategy
 - Applying Excel Beyond the Bell in the PYDI
 - Overview of Community Based Collaboratives
- **Departmental Measurement Updates**
- **Wrap-up and Follow-Up Items**



Goal of CountyStat PYDI Meetings: Translating Policy into Operational Performance

Step 1: Define and identify key aspects of positive youth development across departments.

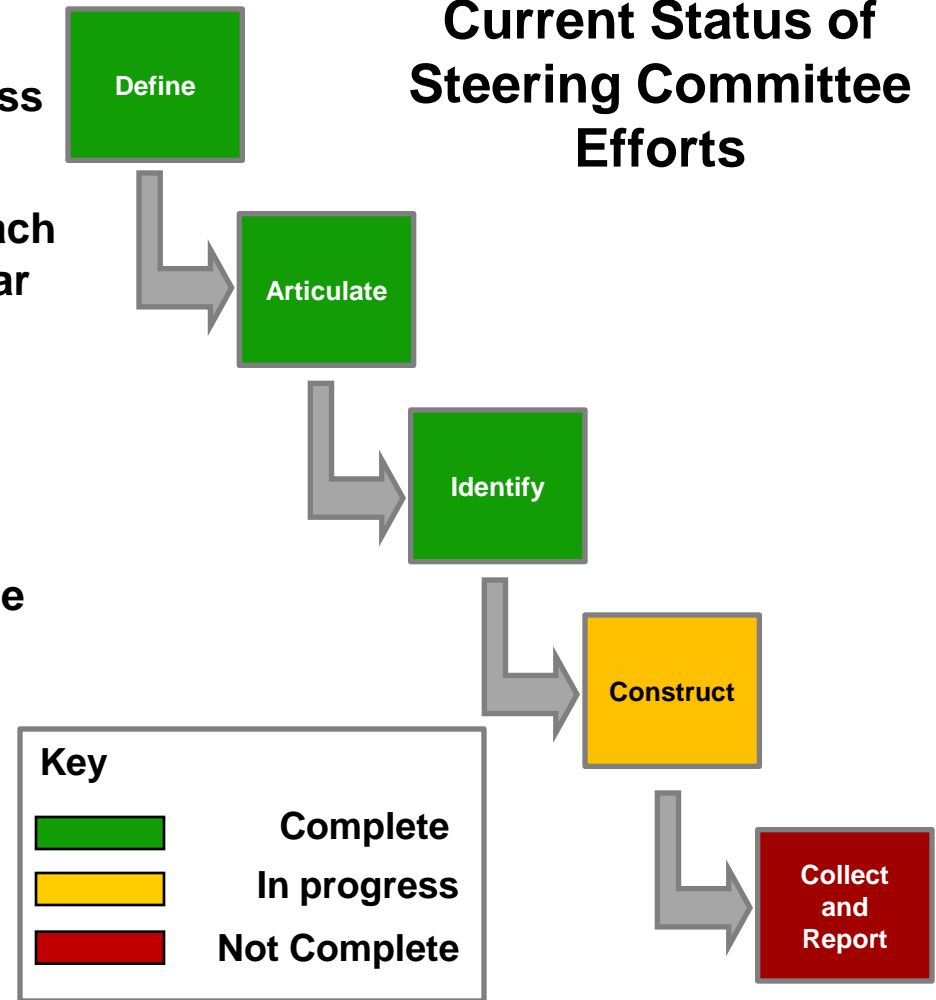
Step 2: Articulate an organizational approach and work plan that allows for clear linkage between overall policies and operational realities.

Step 3: Identify which existing programs should fall under the PYDI.

Step 4: Construct measures to demonstrate performance of programs associated with positive youth development.

Step 5: Collect and report existing data for analysis.

Current Status of Steering Committee Efforts



Follow Up Item Progress

▪ Reach Out to Stakeholders

- PYDI Steering Committee Chairs reach out to entire Steering Committee to update them on recent Initiative progress and identify which stakeholders will participate in the next CountyStat meeting.

Complete

▪ Identify Appropriate Programming

- Identify which programs (of all steering committee members) should fall under the Positive Youth Development Initiative and complete a matrix for all stakeholders that resembles current program/resource matrix.

Complete

▪ Create Common Definitions

- Identify and clearly define “risky behaviors” in the Positive Youth Development Initiative (PYDI) to better articulate the Initiative’s parameters and serve the creation of performance measures.

**In
Progress**

▪ Better Understand Totality of Service Provision

- Analyze PYDI programming by time of year to better illustrate the availability of programming during the summer months

**In
Progress**



Follow Up Item Progress

▪ **Create Performance Measures**

- PYDI Steering Committee Chairs engage entire Steering Committee to construct individual measures and roll-up measure into an overall PYDI indicator(s).

**In
Progress**

▪ **Conduct Demographic Information Gathering**

- At the direction of the County Council, create descriptions of the demographic characteristics of the youth that reside in the three target communities including the degree of poverty represented in the population.

Complete

▪ **Gather Community Feedback**

- At the direction of the County Council, create a description of what each target community has identified as needs related to positive youth development.
- At the direction of the County Council, create a description of the short- and long-term strategies that have been developed by each Community Based Collaborative (CBC) to build a local integrated system of quality programming for youth.

Complete



PYDI Steering Committee: Implementation Focus

The Montgomery County Positive Youth Development Initiative (PYDI) is a collaborative effort to support the youth in the county to reach their full potential, to reduce risky behavior, and to assure community safety.

- Through the provision of **direct services and funding of programs** by the Departments of Recreation, Libraries, Health and Human Services, Corrections, and Police.
- Through **engaging community members and partners**--youth, parents, community organizations, and civic leaders. This has been done extensively in our Community Based Collaboratives in the communities of Germantown, Silver Spring and Hewitt/Bel Pre to determine what was needed in each community and what services should be provided.
- By **linking with critical complementary activities** to ensure that systems and policies are in place to sustain these efforts. The Collaboration Council's Excel Beyond the Bell and the collaborative Kennedy Cluster Project provide significant opportunities to create systems to improve and sustain quality programs and craft policies that remove barriers that keep youth from being successful.



PYDI Steering Committee: Targeted Audience

- **Prevention:** The largest group of youth are those who would benefit from safe, well-staffed, and instructive after school programs.
 - These services are provided primarily by the Departments of Recreation and Libraries, MCPS, and many non-profit partners.
- **Intervention:** A subset of youth that have engaged in risky behavior, including committing gang crime or community violence.
 - These services are largely provided by the Departments of Health and Human Services, Police, and non-profit partners.
- **Suppression:** A smaller subset of youth who continue to engage in illegal and violent behavior.
 - These services are provided primarily by the Departments of Corrections and Police and the State's Attorneys Office.

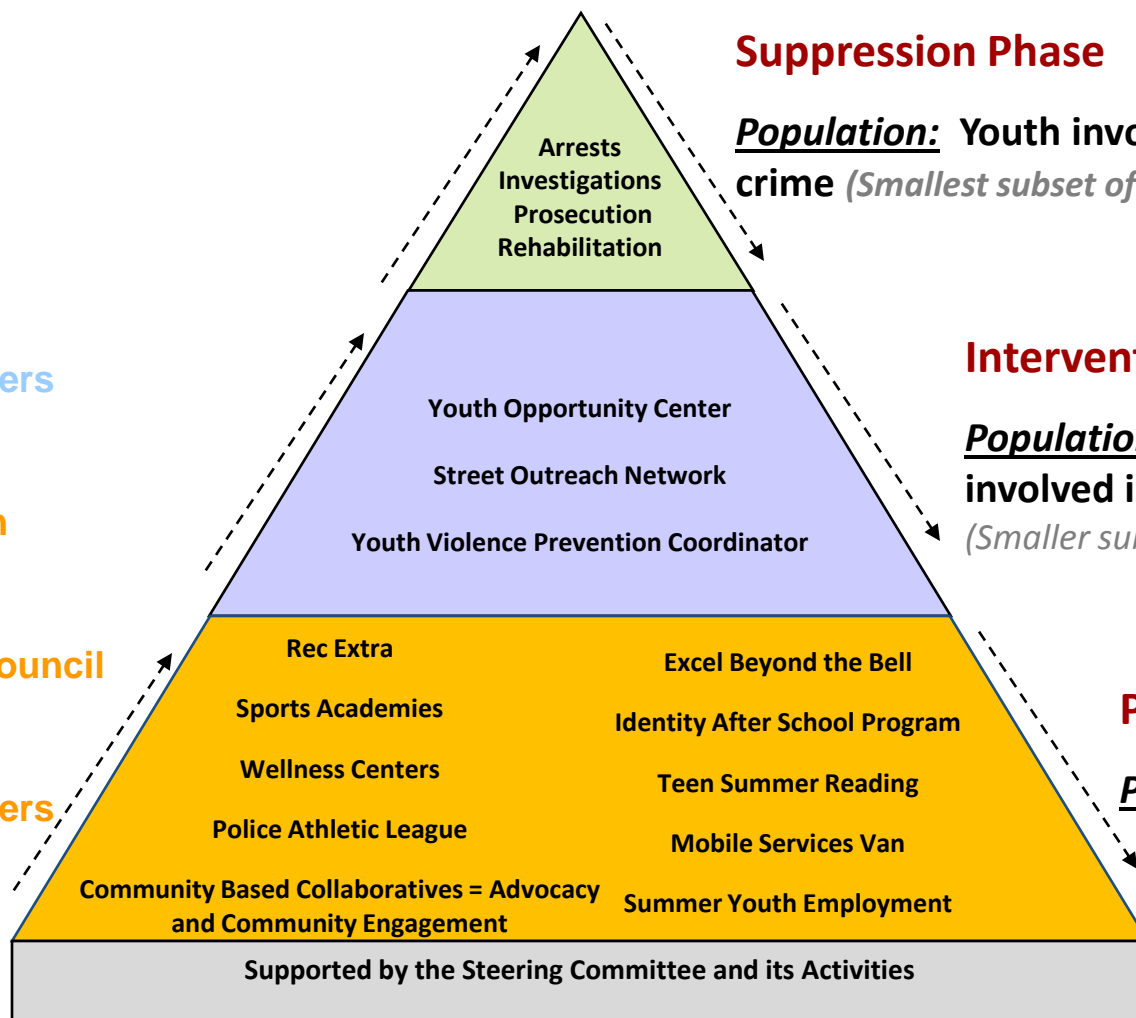
There are critical distinctions in the target groups who we are trying to reach through all components of this initiative.



PYDI Steering Committee: Recommended Framework

Responsible Entities

SAO
DOCR
MCPD
DJS
HHS
Private Partners
MCPS
Recreation
HHS
Collaboration Council
MCPD
Private Partners
MCPS



Positive Youth Development Initiative Steering Committee: Prevention Outcomes

- **Sustained or increased school attendance**
- **Improved connectedness to family, school and community**
Ex: increased commitment to community as shown in community service
- **Increased ability to make positive life choices**
Ex: Build assets and strengths so that drug use and risky sexual behavior are avoided
- **Improved sense of self**
Ex: Increased self esteem; ability to manage conflict; increased tools in dealing with stressful life situations
- **Increased parental and community capacity to support the youth of the county**
Ex: Community orgs and departments are trained and provide high quality service; parents know how to seek help and access



Prevention Example: Excel Beyond the Bell and its Role in PYDI

- **Goal One:** Montgomery County residents of all generations will understand and support the value of out-of-school programs in preparing children and youth for positive futures that help sustain the local quality of life.
- **Goal Two:** Out-of-school programs will be safe, developmentally appropriate, and well run; all people who work with children and youth will be skilled in engaging them and supporting their intellectual, social-emotional, and physical development.
- **Goal Three:** An intentional mix of public and private funding and resources will create and sustain accessible, high quality programs.
- **Goal Four:** Data that describes need and demand for programs, their availability, and their impact on youth will be available to guide decision-making.



Prevention Example: Excel Beyond the Bell Data & Accountability

Indicators of Progress:

- Data describing the gaps between program availability and community needs are current.
- Data describing individual program performance and the overall system's performance are available.
- Data are used for decision-making.
- Data are used for continuous quality improvement.

Proposed Strategies:

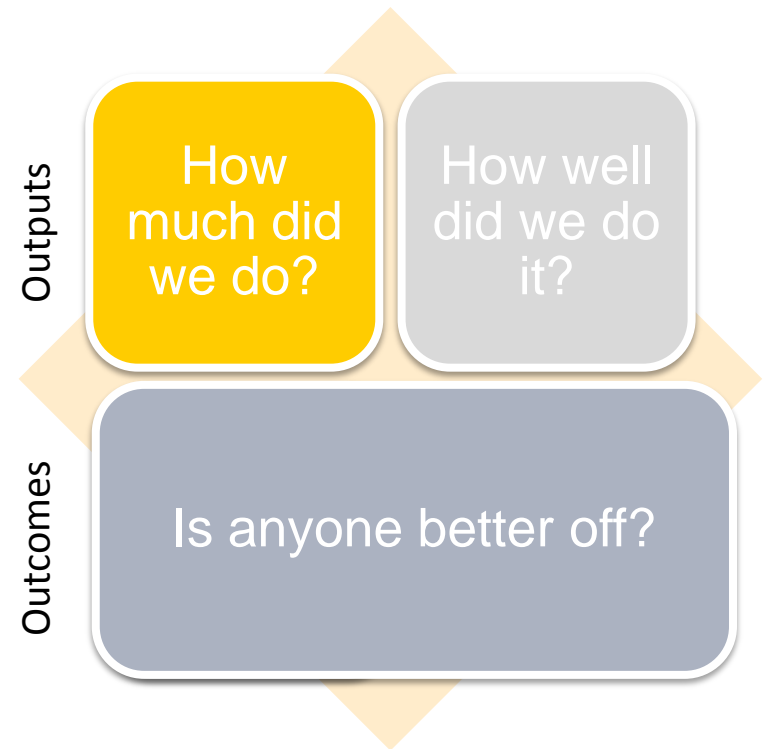
1. Regular data collection and analysis regarding the needs and desires of children, youth, and families for out-of-school time programs will occur.
2. Regular data collection and analysis regarding the supply and capacity of public and privately operated out-of-school time programs with comparison against needs and desires will occur.
3. A universally agreed-upon accountability system will give data on how many youth are served, how well, and the degree to which out-of-school time programs have made an impact on youth (our vision and mission).
4. Parents and their children and youth will have easily accessible information on available out-of-school time programs.



Excel Beyond the Bell : Application of Framework to PYDI

Tiers of Output and Outcome Performance Measures

1. Universal measures across all types of out-of-school programs that affect positive youth development.
2. Common measures for defined program types where alignment between the inputs or resources, staff, and how they are used should lead to certain impacts on youth.
3. Unique measures, distinctive to the program or of specific interest to the sponsoring organization.



(Mark Friedman's Results-based Accountability)

Excel Beyond the Bell : Application of Framework to PYDI Prevention Example

Out-of-School Time Program Performance Measures Extended Learning & Academic Enrichment

Description: Programs will provide services and programs that support and enhance skills and content learned during school hours. Programs will be coordinated with school staff to ensure that their individual needs of students are being met.

Examples of Program Elements:

- Homework assistance
- Allotted homework time
- Academic enrichment activities
- Time management and organization instruction
- Individual and group tutoring

Universal Outputs	Common Outputs by Program Type	Universal Outcomes	Common Outcomes by Program Type
<i>How much did we do?</i>		<i>Is anyone better off?</i>	
<ul style="list-style-type: none"> • Number of youth enrolled • Percentage of youth by demographics and other characteristics • Number of program sessions • Program duration and intensity 	<ul style="list-style-type: none"> • Number of students receiving homework support • Number of students participating in individual tutoring • Number of students by academic eligibility (by reason) 	<ul style="list-style-type: none"> • Increased ability to make positive life choices • Improved positive core values (such as caring, empathy, integrity, honesty, responsibility, equality, and fairness) • Stronger sense of self (self-concept, sense of empowerment, positive outlook and sense of purpose) • Increase or sustain school attendance • Increased participation in organized activities (school clubs, sports) • Increase commitment to community 	<ul style="list-style-type: none"> • Improved attitudes and behaviors related to academic success • Sustained or improved academic standing (marking period average, GPA, subject grades, and academic eligibility criteria) • Improved work habits and class participation (school report) • Improved homework habits (tutor assessed)
<i>How well did we do it?</i>			
<ul style="list-style-type: none"> • Youth participation rates • Participant satisfaction • Staff ratios • Program compliance with standards: Health, Safety, Human Relationships and Supervision 	<ul style="list-style-type: none"> • Ratios of tutors to peers • Use of accredited materials • Trained staff and/or certified staff 		

Positive Youth Development Initiative Intervention Outcomes*

- Reduction in suspensions and expulsions
- Reduction in criminal behavior and re-arrests
- Reduction in gang activity
- Multi-disciplinary system responds effectively to support youth
(qualitative assessment of system performance)

**Outcomes for youth involved in intervention programs*



Positive Youth Development Initiative Suppression Outcomes

- **Analysis of arrest data that relates to juvenile crime**
 - Number of juvenile arrests by residency and location
 - Percent decrease or increase in juvenile arrests
- **Diversion Program participation**
- **Trends from the Quarterly Gang Report and Semi-Annual Gang Assessment.**
 - Ratio of arrest to gang related crimes
 - Percent decrease or increase in gang arrests
- **Analysis of gang activity in the identified C-SAFE areas:**
Long Branch, Bel Pre, and Gunners Branch.



Community-Based Collaboratives Update

- Extensive outreach and convening has been done with community members to identify needs, acknowledge gaps, and recommend additional resources
- Participants included youth, parents, community organizations, county departments, and advocates
- CBCs in the future will:
 - Help identify funding priorities for youth programs
 - Provide advice on policy directions
 - Respond to emergent youth issues
 - Identify grassroots youth-serving organizations
 - Generate program ideas that can be carried out in partnership with public and private agencies



Community-Based Collaboratives : Demographic Information

	Germantown	Hewitt Bel-Pre	Long Branch
Child population 5 to 17	2,195	3,402	6,156
FARMs eligible middle and high school students	298 = 31%	1,071 = 41%	1,475 = 54%
Residents speak language other than English	24.2%	42.6%	55.3%
Children with all parents working	74.4%	76.3%	62.8%
% of rental units	31.3%	32%	54.2%



Community-Based Collaboratives: Identified PYD Needs

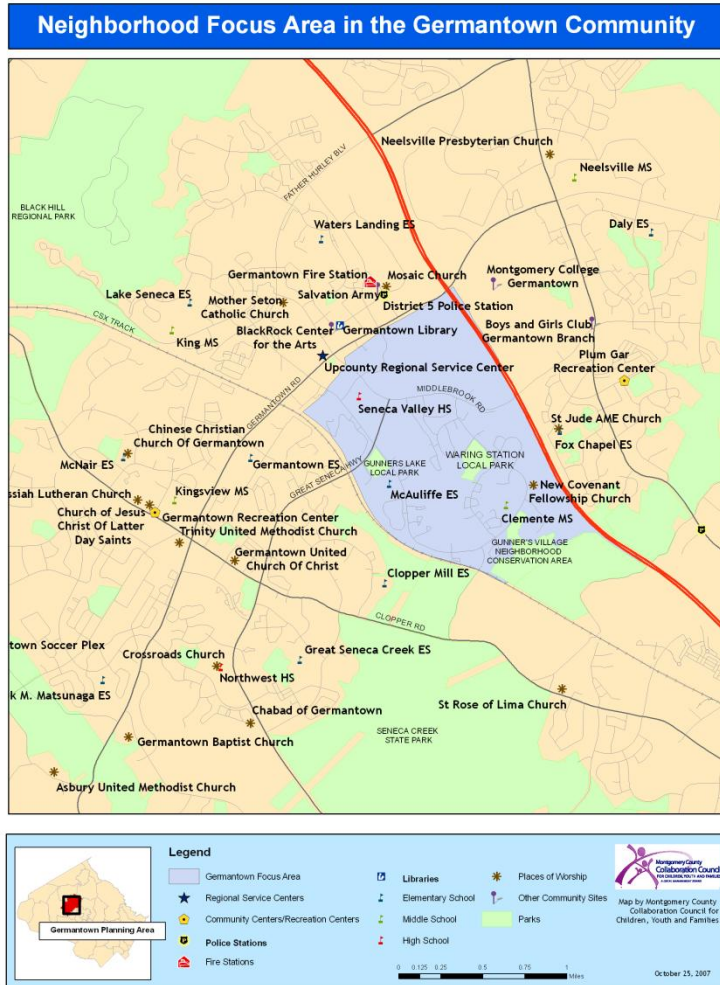
Germantown	Kennedy Cluster	Long Branch
<ol style="list-style-type: none"> 1. Academic development programs 2. Arts and culture programs 3. Leadership/personal development 4. Workforce development/job preparedness 5. Sports/sports plus 6. Increase community outreach for access to more resources 	<ol style="list-style-type: none"> 1. Additional transportation 2. Mentoring and homework assistance 3. Hot meals during programs 4. Greater access to technology 5. ESOL classes for youth and adults 6. Jobs/life skills training 7. More academic, sports, arts programs 8. Increased outreach re: existing resources 	<ol style="list-style-type: none"> 1. Delinquency and early intervention/ gang prevention programs 2. Recreation, sports and leisure activities 3. Youth employment opportunities 4. Information and access 5. Academic support and technology 6. Better transportation and access to activities 7. Youth facility/ infrastructure



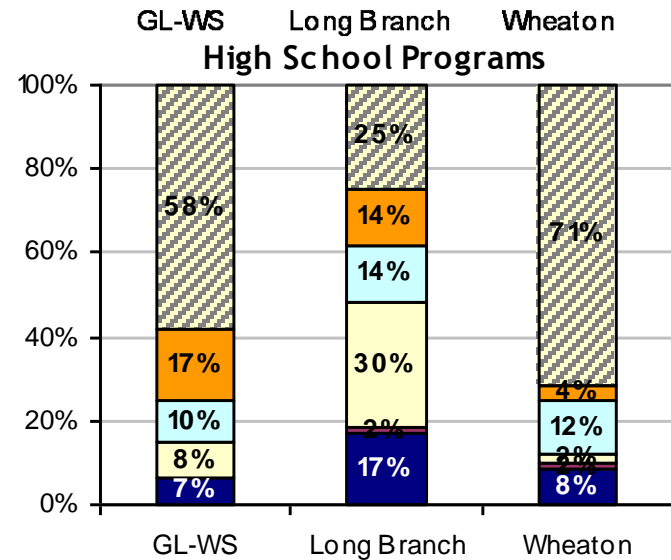
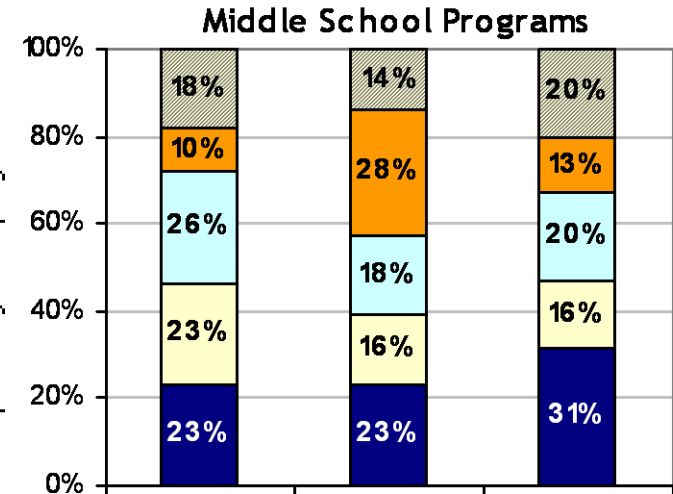
Community-Based Collaboratives Recommendations

	Germantown	Kennedy Cluster	Long Branch
Events/Programs for Youth	<ul style="list-style-type: none"> ▪ Cultural, arts & educational program ▪ Internship program ▪ Basketball tournament ▪ Jobs /life and work skills training ▪ Open mic night/Germantown town center ▪ Enhanced youth driver education 	<ul style="list-style-type: none"> ▪ Hot meals at after school activities ▪ Provide transportation to after school activities ▪ Mentoring and homework assistance ▪ Increase academic, sports, and arts programs ▪ Jobs/life skill training 	<ul style="list-style-type: none"> ▪ Create a job training and internships program ▪ Increase the number of facilities and/or providers for delinquency and early intervention programs and gang prevention programs ▪ Establish family communication/ counseling sessions ▪ Increase or enhance the number of mentoring and homework clubs
Partnerships with businesses and other community based groups	<ul style="list-style-type: none"> ▪ Skate park (long term) ▪ Safety patrol (Police on bikes) ▪ Germantown town center 	<ul style="list-style-type: none"> ▪ MCNi CSafe program ▪ District 4 Police ▪ Hewitt/Bel Pre apt/condo managers 	<ul style="list-style-type: none"> ▪ Network of stakeholders established during community meetings
Increasing resources and program capacity	<ul style="list-style-type: none"> ▪ Grant opportunities ▪ Non-profits network 	<ul style="list-style-type: none"> ▪ Create greater equity in program availability in area ▪ Provide access to technology (computers/ISP) ▪ Skill development for parents 	<ul style="list-style-type: none"> ▪ Establish collaboration with existing community service providers and organizations to complement existing resources while leveraging new resources
Engaging youth and adults in the community to participate in efforts	<ul style="list-style-type: none"> ▪ Centralized information network ▪ Community events ▪ Community service opportunities/ internships/non-paid work experience 	<ul style="list-style-type: none"> ▪ ESOL classes for youth and adults ▪ Innovative outreach techniques to convey knowledge of available resources 	<ul style="list-style-type: none"> ▪ Outreach programs ▪ On-line directory of services ▪ Calendar of youth events ▪ Parent friend communication network

Examples of Excel Beyond the Bell Community-Level Analysis



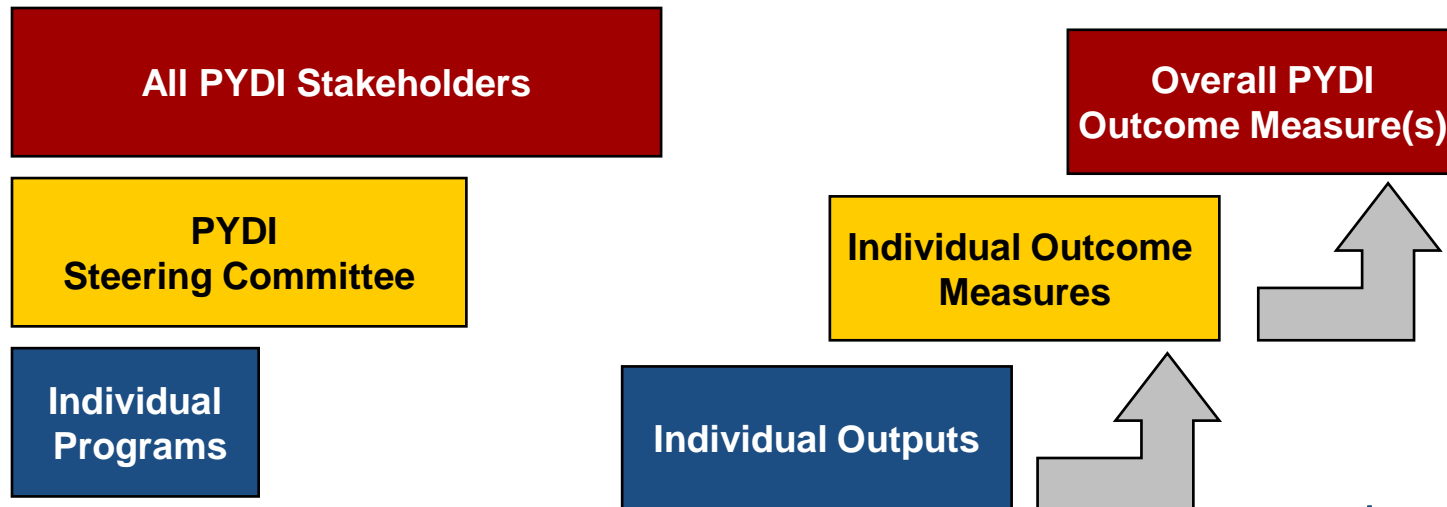
Program Location Analysis Example



Constructing PYDI Performance Measures

Completion of overall PYDI outcome measure requires each stakeholder to accurately identify their individual stake in positive youth development

- Step 1: Current initial participants will feed methodology for creating measures and goals to all Steering Committee Members
- Step 2: PYDI Steering Committee generates outcome measures for each member
- Step 3: Steering Committee engages all stakeholders to craft overall measure(s) to gauge the long-term success of the PYDI



Measure Development: Department of Recreation

REC PDYI Goal:

Implement programs, activities, and resources that specifically address youth risky behavior during out of school time with a focus on the 2:00-6:00pm time period and contribute to the overall effectiveness of the Positive Youth Development Initiative.

Program Name	Data Being Collected
RecExtra	<ul style="list-style-type: none">▪ Number of youth enrolled▪ Number of program sessions▪ Program duration and intensity▪ Youth participation rates▪ Staff ratios
Einstein Community Connections	
Blair Sports Academy	
Wheaton Sports Academy	
Paint Branch Sports Academy	
Springbrook Sports Academy	
Seneca Valley Sports Academy	
Summer Teen Programs	
Teen Leadership	
Teen Events	
Teen Clubs	

In addition to universal outcomes, programs will have specific measures relative to the goals of the program offering (ie. academic focused programs will track academic success).



Department of Recreation: Preliminary Survey Findings

Average Percent of Students Who Responded 'Yes' FY08 (2007-2008) and FY07 (2006-2007)

FY08 (2007-2008)

Scales	Average Percent of Students Who Responded 'Yes'					
	All	BHS	PBHS	SBHS	SVHS	WHS
Positive Life Choices	65	59	67	64	51	73
Academic Success	54	50	50	51	45	65
Attitudes and Beh. Related to Acad Success	54	50	49	52	31	64
Program Satisfaction	78	75	81	75	64	84
Satisfaction with Staff	71	64	74	65	75	80

FY07 (2006-2007)

Scales	Average Percent of Students Who Responded 'Yes'					
	All	BHS	PBHS	SBHS	SVHS	WHS
Positive Life Choices	55	63	49	37	NA	68
Academic Success	50	58	40	25	NA	65
Attitudes and Beh. Related to Acad Success	42	42	29	38	NA	52
Program Satisfaction	67	66	80	55	NA	64
Satisfaction with Staff	63	59	68	58	NA	70



Measure Development:

Department of Health and Human Services

HHS PDYI Goal:

Implementation of programs and activities and investment of resources that specifically address youth risky behavior through community and stakeholder capacity building and direct services supports and contribute to the overall effectiveness of the Positive Youth Development Initiative.

Program Name	Data Being Collected
Crossroads Youth Opportunity Center	Youth participating in gang activity Re-arrests of youth Youth involved in positive life-affirming activities
Northwood High School Wellness Center	<ul style="list-style-type: none"> • Number of youth who show improved awareness and practice of healthy behaviors • Number of youth who show a reduction in delinquent activity • Number of youth who increase school attendance • Number of youth and parents who report an improved relationship with families, peers, and teachers • Number of youth who become employed or make progress toward gaining employment • Number of youth who become active in community and/or leadership activities • Number of youth who show improved self esteem and demonstrate a greater ability to resolve conflicts without resorting to violence • Number of disciplinary actions youth are involved in
Street Outreach Network	Re-suspensions in MCPS Re-arrest for youth served
Youth Violence Prevention Coordinator	Increase Community awareness on the prevention of gangs in the County Effective intervention in conflicts throughout the County
Identity After School Program	Increase in positive attitude changes regarding gang activities and membership. Changes in attitude towards drug use. Decrease in risky sexual behavior activity. Increase in youth perception of positive outlook for the future.



Department of Health and Human Services: Snapshot of Data Gathering

Prevention

Identity After School Program

200 Students served

90% Developed capacity to refuse involvement in risky behavior

90% developed capacity to avoid risky sexual behavior

88% developed capacity to refuse drugs

Northwood High School Wellness Center

125 students served (since February—more data will be available)

37% had fewer absences

33% engaged in positive summer activities

30% report healthy behavior and improved future expectations

12 youth became Student Wellness Advocates

Intervention

Street Outreach Network/Youth Violence Prevention Coordinator

139 youth served

97% were not expelled/withdrawn

94% were not suspended (repeat)

86% youth were not re-arrested

Youth Opportunity Center

160 youth served

65% not re-involved in gang activity

30% reduction in number of youth placed on House Arrest

66 inmates from Clarksburg received services



Measure Development: Police Department

MCPD PDYI Goal:

Implement programs, activities, and resources that specifically address the mitigation of youth risky behavior or gang activities and contribute to the overall effectiveness of the Positive Youth Development Initiative.

Program Name	Data Being Collected
Centralized Gang Unit	Quarterly Gang Report, Semi-Annual Gang Assessment, Field Interrogation Reports (year round)
District Gang Coordinators	Information used to compile the Quarterly Gang Report, Field Interrogation Reports (Year round)
Gang Analyst	Reassigned due to retirement of 3rd District Analyst
Student Safety Patrol program	Provides crossing guards as well as structure to 5th grade Safety Patrols to ensure safety of elementary school children. (School year only)
Police Activity (Pal)	Measures include GPA of participants.
Montgomery County Police Department Explorer Post 1986	Hands-on program designed to give young people an insight into and experience in a law enforcement career. Number of participants, age of participants, and activities are measured. (Year round)
Community Outreach Officers - District Stations	Provides crime prevention, gang prevention, and community outreach presentations. Measurement can be obtained by the number of PYDI specific presentations. (year round)
Education Facility Officers (EFO's)	Countywide, school based program that provides non-confrontational police presence, mentorship, leadership, and instruction. Measurement can be obtained by presentations and classes taught, mentoring, contacts, etc.



Measure Development: Public Libraries

MCPL PDYI Goal:

Implement programs, activities, and resources that specifically address youth risky behavior through the provision of literacy rich outreach and contribute to the overall effectiveness of the Positive Youth Development Initiative.

Data Being Collected

	Young Adult Circulation	Young Adult Programs	Young Adult Program Attendance	Mobile Van Circulation	Teen Summer Reading Registration
FY07	395,685	230	4,575	4,182	3653
FY08	487,900	350	6,678	4,014 *	3658

* Mobile Services Van Out
for Repairs During FY08



Measure Development:

Department Correction and Rehabilitation

DOCR PDYI Goal:

Implement programs, activities, and resources that specifically address youth risky behavior by providing mandated services to incarcerated youth in accordance with state and federal law while creating an environment of change with alternative life choices to break the cycle of incarceration and contribute to the overall effectiveness of the Positive Youth Development Initiative.

Program Name	Data Being Collected
Moral Recognition Therapy program	Within the 12 level system we are tracking levels reached, program recidivism, educational benchmarks reached, GED testing achievement, and other basic educational assessments. Also tracking behavioral management issues
Identity Youth Outreach	Numbers served, increasing our cultural competency and outreach.
Youth Opportunities Center	Numbers referred. The center tracks other data on inmates referred to this program
Special Education	Mandated reporting data, such as advancement through curriculum, IEP meetings held, GED graduation, etc...
Home and Hospital Educational Services	Numbers served. MCPS tracks all other data
Gang Suppression Program	Validated gang members are identified, violence reduction and avoidance due to proper classification and separation
Baby Program	Number completing the program and test
Project Youth Artreach	Numbers completing residency programs, general participation data
Family Unification	Number participating, family attendance, reentry data



Wrap-Up and Follow-Up Items

- 1) Implement a reporting and monitoring system to gauge effectiveness of programming/resources/activities

“All new programs that address prevention, intervention, and suppression must be evidence based, with measurable outcomes, and must have evaluation programs built in to monitor their effectiveness” – 2004 Task Force Report

